



Photo credit: © Pisey/Global Children/PhotoVoice

“This is a picture of my brother Piseth. He was happy I took this picture. I like his face. It is just like mine.”

- From Khmeyer, Cambodia: Photography by orphans in Cambodia

Background information for prospective Treasurer

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1. ABOUT PHOTOVOICE

Our vision and mission

PhotoVoice's vision is for a world in which no one is denied the opportunity to speak out and be heard. PhotoVoice's mission is to build skills within disadvantaged and marginalised communities. To achieve this, we utilise innovative participatory photography and digital storytelling methods. These skills enable individuals to represent themselves and create tools for advocacy and communication. Through this, and through developing partnerships, we deliver positive social change.

Why photography?

Photography is a highly flexible tool that crosses cultural and linguistic barriers, and can be adapted to all abilities. Its power lies in its dual role as both art form and way to record facts.

It provides an accessible way to describe realities, communicate perspectives, and raise awareness of social and global issues.

Its low cost and ease of dissemination encourages sharing and increases the potential to generate dialogue and discussion.

How do we work?

Working in partnerships with other charities, NGOs and community organisations, PhotoVoice designs and delivers tailor-made participatory photography, digital storytelling and self-advocacy projects for socially excluded groups. Our pioneering and award winning approach brings together arts, media, development, campaigning, and social change to deliver projects that enable voice, build skills, deliver advocacy and work towards sustainable change.

We ensure that we:

- Design and develop projects specific to communities, issues and needs, and based on engagement with them
- Promote the imagery produced from the projects utilising media, events and exhibitions
- Provide consultancy, training, materials and resources to organisations wishing to use participatory photography in their work

Where do we work?

PhotoVoice works in the UK and internationally with individuals, local communities, and partner organisations.

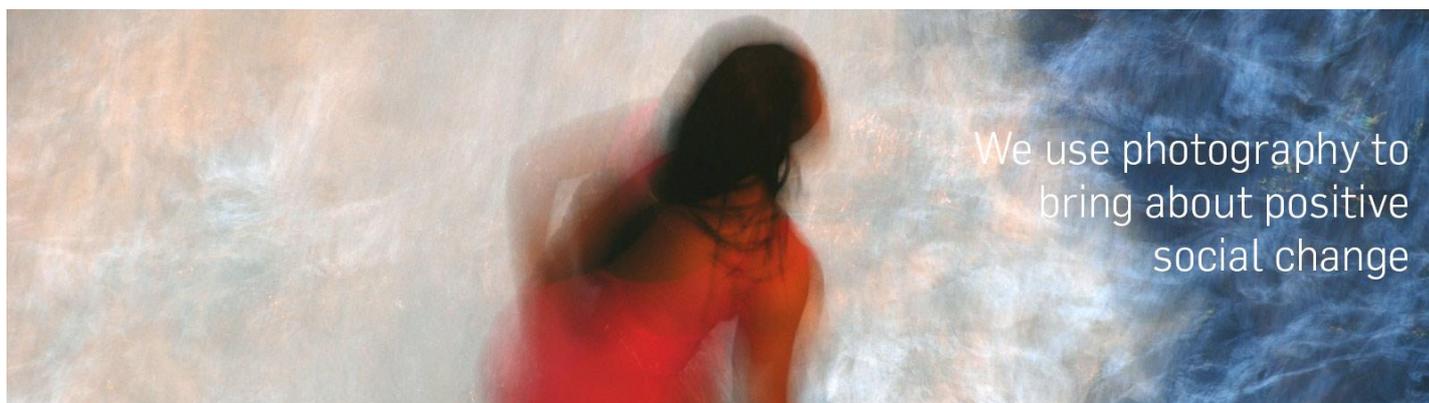


Photo credit: © Al-Mousaoy/New Londoners/Dost/PhotoVoice

“I would love to be able to paint pictures but I don’t have the skill. Finally I have found a way to paint with the camera. The girl is walking into the pool from the shallow end, you can’t see her legs clearly as she is moving with the water. The picture is blurred, it reminds me of the thick brush strokes I have seen in paintings.”

- From New Londoners: Mentoring project with young unaccompanied refugees in London

“When it came to deciding on partners for a major youth photography project for youth in our region, PhotoVoice was top of our list and they have not disappointed.”

- **Maia Woodward, World Vision**

“I didn’t expect to feel so inspired. I am going to see if I can find a photography course – I realise doing something creative can really help me work through some of my feelings and also my situation and experiences.”

- **RW, from ‘Having Our Say Too’, our acclaimed project which worked with people affected by or at risk of sexual exploitation**

“I have got more and more confident. PhotoVoice believed in me enough to push me all the way to greater heights... Long may it continue!”

- **GW, a visually impaired participant in our project Sights Unseen, a trail-blazing programme with blind and partially-sighted people.**

2. WHAT A PROSPECTIVE TRUSTEE SHOULD KNOW

PhotoVoice has established itself as an expert in the field of participatory photography. We have delivered many projects in both the UK and internationally, with positive outcomes resulting. We are now at a position to strengthen both what we do with this body of work, and how we communicate it to our supporters and to a wider audience.

PhotoVoice is an unusual charity in that it is not 'single-issue' based. We have a unique approach to engagement, empowerment, and campaigning. We are not aware of any other organisation that promotes social change through participatory photography in this way. As a multi-issue projects-based organisation, we are aware that other organisations are specialists in their field of work. PhotoVoice adds a new dimension to such organisations, complementing and strengthening their existing communications and project evaluations in an innovative and creative way. We intend to strengthen our relationships with potential partners through new programmes of networking, collaboration on projects and policy, and work to identify emerging areas where PhotoVoice's approach can be most impactful

In terms of PhotoVoice's capacity to deliver meaningful positive outcomes for our beneficiaries, we are delivering a new strategic direction, which focuses on developing greater sympathy between social change and campaigning, art, and photography.

Activities include:

- Launching a membership scheme to reach new audiences, including a specific programme of engagement with students
- Increased visibility through more effective communications, including a quarterly publication showcasing some of our project work, as well as the work of the charity sector
- A greater emphasis on campaigning, with ongoing monitoring of the policy landscape to ensure we are able to make a meaningful contribution to projects and programmes which improve lives
- New website & brand, promoting our activities, partners, and the impact we have made
- Establishing ourselves as experts on the use of photography by the charity sector, providing advice and guidance to other organisations about how they can strengthen their use of images

3. WHAT IS PHOTOVOICE LOOKING FOR IN A TRUSTEE

The role of a Trustee

Trustees are responsible for overseeing the management, finances and administration of PhotoVoice to ensure that the charity is properly led and organised, to fulfill all its legal obligations and that its activities are planned and carried out to meet its charitable objects. Trustees also act as Directors of PhotoVoice for the purposes of Company Law.

A full role description and person specification for new trustees is attached as Appendix A & B.

The rewards of being a Trustee

This is a stimulating and rewarding role. It provides an opportunity to work alongside a highly committed, resourceful, dedicated and professional team, in an innovative and challenging environment. You will be able to use your strategic leadership skills and experience to:

- make a real difference to the lives of marginalised people
- develop meaningful opportunities and partnerships through the arts, media, development, campaigning, and social sector to deliver projects that enable voice, build skills, deliver advocacy and work towards sustainable change
- support the design and development of photography projects specific to communities, issues and their needs
- support the promotion of imagery produced from the projects utilising media, events and exhibitions
- work alongside Board members from a wide range of professional backgrounds
- help lead the organisation to a sustainable future
- help meet the demands and challenges facing PhotoVoice
- deepen your own and other people's appreciation of the lives of people from a range of social backgrounds and cultures

Your contribution will make a real impact on the direction and success of PhotoVoice.

Desired skills and knowledge

Our present Board of 10 Trustees bring strategic experience from a wide range of backgrounds including photography, theatre, participatory arts, law, partnership working, international development sector, public sector, private sector, communications, governance, planning, change management, financial management, accounting and fundraising.

In 2014, we recruited 2 new Trustees to help us meet the challenges of the future, and to bring new skills to the Board including fundraising, partnerships and international development.

4. WHAT DO TRUSTEES DO?

The principles and main duties are the same in all registered charities.

(1) Trustees have and must accept ultimate responsibility for directing the affairs of a charity, and ensuring that it is solvent, well-run, and delivering the charitable outcomes for the benefit of the public for which it has been set up.

Compliance - Trustees must:

- (2) Ensure that the charity complies with charity law, and with the requirements of the Charity Commission as regulator; in particular ensure that the charity prepares reports on what it has achieved and Annual Returns and accounts as required by law
- (3) Ensure that the charity does not breach any of the requirements or rules set out in its governing document and that it remains true to the charitable purpose and objects set out there
- 4) Comply with the requirements of other legislation and other regulators (if any) which govern the activities of the charity
- (5) Act with integrity, and avoid any personal conflicts of interest or misuse of charity funds or assets

Duty of prudence - Trustees must:

- (6) Ensure that the charity is and will remain solvent
- (7) Use charitable funds and assets reasonably, and only in furtherance of the charity's objects
- (8) Avoid undertaking activities that might place the charity's endowment, funds, assets or reputation at undue risk
- (9) Take special care when investing the funds of the charity, or borrowing funds for the charity to use

Duty of care - Trustees must:

- (10) Use reasonable care and skill in their work as trustees, using their personal skills and experience as needed to ensure that the charity is well-run and efficient
- (11) Consider getting external professional advice on all matters where there may be material risk to the charity, or where the trustees may be in breach of their duties

5. TRUSTEE SELECTION POLICY AND PROCEDURE

General points

Members of the Board will have the variety of skills and experience that are required to enable the Board to function in an effective manner and to provide both advisory and fundraising support to PhotoVoice and its staff.

Recruitment and selection of Trustees

When a vacancy is identified by the current Board of Trustees, a recruitment plan shall be formed based on:

1. The sorts of skills and experience which should be sought in any prospective Trustee(s) including a role description for the vacancy
2. The process which should be adopted to fill the vacancy or vacancies. It is anticipated that this would include:
 - a) Some procedures (including placing advertisements in the media) for making known to a reasonably wide audience that PhotoVoice is seeking to make an appointment and what is expected of the person appointed. There is no reason why this should not also involve current Trustees or staff making the vacancy known to their contacts and seeking to get expressions of interest from suitable people
 - b) Appointment of an interview panel for each Trustee vacancy being advertised. The panel will assess an applicant's skills in relation to the role description, as well as their ability to meet the following minimum requirements as a Trustee of PhotoVoice:
 - Attendance at all Board meetings (4 times per year)
 - Attendance at a minimum of 2 PhotoVoice activities or events per year
 - Membership of PhotoVoice (minimum £50 per year)
 - Support within or for governance working groups
 - Provision of contacts to support advice or funding needs of the organisation
 - Form part of pitching meetings / network on behalf of PhotoVoice throughout the year

The interview panel will make recommendations to the Board. Appointments are then confirmed and made formal at the next trustees meeting.

PhotoVoice aims to ensure that no Trustee applicant receives less favourable treatment on any of the grounds listed in its Equal Opportunities policy. Recruitment procedures will be reviewed regularly to ensure that individuals are treated on the basis of their relevant merits and abilities and sufficiently diverse sectors of the community are reached.

Review

The policy and procedure set out above, and the latest assessment of the skills and characteristics needed within the Board shall be considered and reviewed by the Board for on a regular basis. Trustee selection criteria will be regularly reviewed to ensure that they are justifiable on non-discriminatory grounds as well as essential for the effective performance of the role.

Appendix A Role Description Trustee

Role Purpose:

Trustees are responsible for controlling the management, finances and administration for PhotoVoice by making sure that it is managed and organised properly, in accordance with legislation and that its activities are planned and carried out to meet its charitable objects. Trustees also act as Directors of PhotoVoice for the purposes of Company Law.

Principal responsibilities:

1. Compliance:

Trustees must ensure that PhotoVoice complies with:

- Charity Law and the requirements of the Charity Commission
- The requirements, charitable purposes and objects of PhotoVoice as defined in the charity's governing documents
- Company Law and the requirements of Companies House
- The requirements of other legislation and regulators governing the activities of PhotoVoice

2. Duty of prudence:

Trustees must ensure that PhotoVoice is and will remain solvent and in this respect must:

- Ensure that they keep informed of the charities activities and financial position
- Ensure that charitable funds and assets are used wisely, and only to further the purposes and interests of the charity
- Avoid undertaking activities that might place PhotoVoice property, funds or assets or reputation at undue risk
- Establish and monitor appropriate audit arrangements to ensure PhotoVoice is meeting its aims, objectives and goals
- Appoint the CEO (and other senior staff as required)
- Through the Chair, monitor the performance of the CEO, establishing clear delegation of operational and management arrangements as required

3. Set the strategic direction for PhotoVoice

Trustees are responsible for setting the strategic direction for PhotoVoice and for providing guidance to the CEO on long term objectives. In this regard Trustees should:

- Contribute actively to the Board's responsibility to give strategic direction to the organisation, through business planning, and by establishing a clear mission, values and long term objectives
- Consider and approve strategic policies consistent with the business plan, legislation, mission, values and objectives
- Consider and approve the Business Plan

4. Duty of Care

Trustees must make sure they keep up to date with what the charity is doing and should:

- Exercise reasonable care and skill, using personal knowledge and experience to ensure that the charity is well-run and efficient
- Ensure that they receive sound advice, assurance and useful and timely reports from the executive team.
- Ensure that they act with integrity, avoiding any personal conflicts of interest or misuse of charity funds or assets
- Be committed to the work of PhotoVoice and be prepared to undertake activities on behalf of PhotoVoice
- Commit to the following:
 - Attendance at all Board meetings (4 times per year)
 - Attendance at a minimum of 2 PV events per year
 - PhotoVoice Membership (min £50 per year)
 - Support within or for working groups
 - Provision of contacts to support advice or funding needs of the organisation

- Form part of pitching meetings / network on behalf of PV throughout the year

- Act in the best interests of PhotoVoice at all times
- Declare any conflicts of interest as soon as reasonably practicable where these may arise, and withdraw from decision-making as appropriate

5. Board Development

Trustees are responsible for the selection, appointment and development of Trustees. In this respect Trustee responsibilities are to:

- Monitor the skills, knowledge and experience of the Board's membership
- Ensure the Board has the competences and ability to achieve its aims
- Identify their own development and/or support needs and with the organisation make arrangements for these to be met
- Participate in training as required
- Maintain an up-to-date knowledge of the sector

6. Conditions

Length of service

3 years

Appendix B Trustee Person Specification

Below is a description of the experience, skills and knowledge that the Board seeks in its Trustees. Candidates who wish to stand for election must be sure that they can meet most of these criteria.

Skills, Experience and Knowledge

- Strategic direction - the ability to think and plan ahead, balancing needs, risks and constraints
- Experience of working as an effective senior team member, possibly as a member of a Board of Trustees or Management Committee member
- Financial management skills - the ability to interpret and understand budgets, accounts and other financial reports
- Experience/knowledge of the issues concerning marginalised people
- An understanding of the role of a trustee and the role of governance within an organisation such as PhotoVoice

Abilities

- Ability to act as an ambassador for PhotoVoice at formal and informal meeting and events
- Ability to work effectively as a member of a team with other Board members and the CEO
- Ability to communicate effectively at all levels
- Ability to think creatively and objectively
- Ability to actively participate in meetings, challenging constructively whilst respecting the views and opinions of others
- Ability to understand written and financial reports and to ask appropriate questions as required
- Ability to make balanced and informed decisions and judgments
- Ability to accept accountability - to understand and accept the legal duties, responsibilities and liabilities of a Trustee
- Ability to understand when Conflicts of Interest may prevent them participating in decisions or discussion.

Personal Qualities

- Trustees need to possess integrity, common sense, good judgment, honesty, openness and a strong sense of public duty
- Trustees will be expected to demonstrate high standards of corporate and personal conduct
- Trustees should possess an empathy with the aims, values and mission of PhotoVoice and be committed to maintaining its reputation for high quality independent advocacy
- Trustees should be committed to working effectively and respectfully with other board members

Other conditions of appointment

- Trustees are asked to subscribe to the PhotoVoice Code of Conduct.
- Trustees will be provided with a full induction.

Appendix C

Role Profile: Treasurer

The Overall Role

- Maintain an overview of the organisation's financial affairs, systems and strategies
- Presentation of financial reports to the board in collaboration with the CEO
- Monitoring and advising on the financial viability of the charity.
- Implementing and monitoring specific financial controls with systems in place which are adhered to.
- Advising on the financial implications of the charity's strategic plan.

Key skills / experience

- Professional financial qualification(s)
- Current or recent professional financial expertise at senior level
- Experience of successfully communicating financial information to non-financial colleagues
- Some experience or knowledge of charity finance including compliance issues or the ability and willingness to learn

Capacity required

- Able to act as financial signatory as needed.
- Able to attend meetings in London: Board meetings 4 times/year, other meetings including the Annual Away Day and AGM.
- Available for consultation with staff, Chair and Trustees on financial issues / queries between board meetings

Particular duties of the Treasurer

Financial processes and procedures

- Approving budgets, accounts and financial statements for presentation to the Board
- Ensuring that appropriate accounting procedures and controls are in place including the fixed asset register
- Ensuring that adequate insurance is in place to cover organisational activities

Financial reporting

- Advising on the preparation of quarterly and annual financial reports to the Board and presenting them at meetings as appropriate
- With the CEO, overseeing communications to Trustees on organisational financial matters

Financial Planning

- Advising on the financial implications of the organisation's strategic plans
- Ensuring that PV's financial resources meet its present and future needs
- Ensuring that PV has an appropriate reserves policy

Investments

- Advise PV on investment activity, ensuring this is reviewed on a regular basis

Compliance

- Liaising with the CEO to ensure the organisation's compliance with relevant legislation and Charity Commission guidance.
- Keeping the Board informed about its financial duties and responsibilities.
- Ensuring that the annual report and accounts are prepared and disclosed in the form required by The Charity Commission.
- Ensuring proper conduct of audit processes and appropriate consideration of recommendations.